



THE **BIG** PICTURE



PUTTING PEOPLE FIRST



PUTTING PEOPLE FIRST

MISSION

Building Community Through
Servant Leadership

THEME

Putting People First

VALUES

Customer Service

Efficiency

Effectiveness

Transparency

Accountability

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Executive Summary

Thursday, November 28, 2019 marked the two-year anniversary of the Woodfin administration. The timing of this anniversary coincides with Mayor Woodfin's commitment to provide semi-annual public updates on the City of Birmingham's strategic plan, The Woodfin Way. This publication is the second update to the city's strategic plan and will show strategic initiatives that have been accomplished, thoughtfully redesigned, or in a small number of cases, intentionally set aside as they are considered no longer valid or relevant. This update also highlights the efforts the Woodfin administration has made during the first half of its tenure while diligently planning for the second half.

A man in a dark suit and white shirt is seen from behind, looking out over a city skyline. The skyline is filled with various buildings and greenery, with a blue sky in the background. The image has a geometric pattern overlay.

Letter From The Mayor Randall L. Woodfin

Dear Birmingham Residents, City Employees, and Valued Partners:

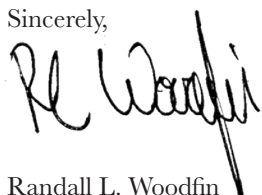
Since the first day of the Woodfin administration, “Putting People First” has been, and continues to be, our No. 1 goal. After taking office, I charged my team with the responsibility of developing a strategic plan that included the community’s input for progress in Birmingham.

In October 2018, the City of Birmingham’s strategic plan, The Woodfin Way, was published and presented a clear path forward for the city. Since this publication, my team and I have worked diligently, across all of Birmingham’s 99 neighborhoods and 23 communities, to ensure there is transparency and communication concerning the progress that has been made. We have employed a time tested methodology that relentlessly focuses on the desired outcome – a city government that is more accountable, transparent, and efficient.

I am committed to ensuring the safety and integrity of our neighborhoods, the quality of our services, and the vitality of our businesses. My administration continues to take proactive measures to ensure we reach our goals by working with dedicated staff, city officials, residents, and business leaders. This publication will update the strategic plan and highlight the work of the City of Birmingham Mayor’s Office, including collaborative projects with the Birmingham City Council, Birmingham City Schools, and public-private partnerships.

I am proud of what this administration has achieved so far and know there is more work to be done. I look forward to continuing to work together to ensure Birmingham is a city that works well for all.

Sincerely,

A handwritten signature in black ink, reading "R. Woodfin".

R. Woodfin

Randall L. Woodfin

Mayor, City of Birmingham

Looking Back

SETTING THE TONE FOR SUCCESS

In October 2018, the City of Birmingham's strategic plan, The Woodfin Way, was published setting the tone for success. This plan was written and built upon the voices and feedback from residents, city employees, and stakeholders. The outreach effort that took place, to gather this information from highly active and invested citizens, was extensive; knocking on over 50,000 doors, interacting with more than 2,000 residents, and speaking to over 2,000 city employees led the team to design a plan that represents the creative composition of the hopes, dreams, and needs of our citizens.

BIRMINGHAM NAMED AMONG TOP 10 MID-SIZE AMERICAN CITIES OF THE FUTURE



THE STRATEGIC PLAN

The purpose of the strategic plan is to provide the city with a guiding document that sets priorities for the future. Following this plan has helped the Woodfin administration create a more inclusive and effective city government that improves the lives of residents in all of our neighborhoods.

The mayor's strategic plan is comprised of three key elements:



October: Randall Woodfin is declared the 30th Mayor of the City of Birmingham

November: Inauguration of Mayor Randall L. Woodfin

2017

Doug Jones is elected to the United States Senate

DID YOU KNOW?

Academy of Civic Engagement (ACE) is a City of Birmingham initiative with the central goal of getting residents directly involved and engaged with their local municipal government. ACE is a citywide leadership initiative aimed at bringing everyday citizens together for a deeper understanding of how the city is working for them and how they can plug into a variety of opportunities. Participants will tour City Hall and have direct engagement opportunities with city leadership.

For more information, visit www.birminghamal.gov/ace



KEY ELEMENTS

GOALS ■

Aspirational focus areas that clarify the chief aims of the City of Birmingham as an organization.

STRATEGIES ■

Supports a specific goal and describes how the goal will be met through major themes areas.

INITIATIVES ■

A measurable set of inter-related projects and tasks performed by the organization in order to reach its goals and objectives.



December: Meeting at the Boutwell Auditorium with all Department of Public Works employees

February: Mayor Woodfin exhibits some of the student winners of "My Birmingham, My Mayor, and Me" Art Contest

2018

A dilapidated home is demolished as part of Operation Step Up

THE PLAN IS MADE UP OF **SIX GOALS:**

Goal 1: Safe, Secure, and Sustainable Communities:

Provide safe, secure, and sustainable communities that support and ensure quality places and healthy experiences for all who live, visit, work, and play in the City of Birmingham.

Goal 2: Healthy, Thriving, and Diverse Neighborhoods:

Nurture thriving healthy neighborhoods of choice that are walkable, livable, and serve as social anchors to informed, engaged, and empowered residents who are committed to sustaining the vitality of Birmingham.

GOAL 3: High-Performing 21st Century Education and Workforce Development Systems:

Proactively champion the alignment of and intentionally invest in the city's education and workforce development systems to ensure that all youth are afforded the best possible educational, job, or life opportunities. Ensure that all who choose to participate in the workforce have the knowledge, training, and skills required to compete for high demand jobs, make livable wages, and enjoy future opportunities.



DID YOU KNOW?

The Birmingham Central Market opened in October 2019 adjacent to the Max Central Station. Fresh eggs, fruits and vegetables are sold Monday through Friday 12:30 - 5:30pm. The market accepts EBT.



March:
Public-private partnership to expand the BJCC, renovate Legacy Arena and construct an open-air stadium

Restoration of the A.G. Gaston Motel is announced. Work will be completed by 2021.

Apple CEO and Alabama native Tim Cook's April visit to Lawson State coincided with the launch of Mayor Woodfin's tech initiative: Birmingham Can Code.

GOAL 4: Innovative and Inclusive Economy Supported, Shared, and Served by All:

Stimulate an innovative and inclusive economy that generates and allows the creative class, start-ups, small businesses, and historically disadvantaged businesses to emerge, grow, and thrive while sustaining and supporting community-minded large employers, institutions, and corporations that create quality jobs.

GOAL 5: Highly Effective, People First, Smart Government:

Provide a more progressive and less complex level of service that is prompt, professional, responsive, effective, and is equitably and repeatedly experienced by all residents, clients, customers, partners, employees, community stakeholders, and visitors.

GOAL 6: Global, Legacy Leadership Partner for Equity and Social Justice:

Build upon our global legacy as the cradle of the civil rights movement by continuing to embrace and advance equity-based and social justice policies that ensure second-chance opportunities, a healthy and livable environment, and sustained economic justice for all members of our community.

DID YOU KNOW?



In September 2019, Birmingham was selected to receive a \$20,000 planning grant and technical assistance to help identify strategies that will financially empower residents. Funding was through Cities for Financial Empowerment Fund's CityStart initiative, with support from JPMorgan Chase and others. The grant will give Mayor Woodfin and his administration a structured approach to identify financial empowerment goals, develop concrete strategies, and craft an actionable blueprint rooted in local priorities and opportunities.



BIRMINGHAM ON-DEMAND

In December 2019, the City of Birmingham will launch a new transportation pilot program with Via, the leader in on-demand public mobility, to create an additional layer of services for residents in the city by booking a shared ride for a flat rate fee of \$1.50. Customers will be able to book a seat in a premium shared vehicle through the Via app or by dial-in phone number.

Find out more: www.birminghamal.gov/via

June: Josh Coleman is announced as the Mayor's Office LGBTQ+ Liaison, the first in the state of Alabama.

August: Mayor Woodfin greets Birmingham children on the first day of school

October: Mayor Randall Woodfin announces pilot project to aid local conflict resolution efforts among Birmingham youth

2018

Strategic Initiatives

STATUS BY PHASE

At the first Big Picture event in March 2019, the Woodfin administration provided a first look at the progress being made toward completing the strategic initiatives that make up the Woodfin Way's six goals. Mayor Woodfin is committed to providing transparency and accountability to Birmingham residents by ensuring public access to up-to-date information regarding strategic activities. To that end, a snapshot of the current status of each initiative is provided on these six pages.

GOAL #1

Safe, Secure & Sustainable Communities

- Assess the development of a Civilian Oversight Board.
- Engage the Birmingham business and philanthropic community in creating a non-profit foundation to provide perpetual bereavement and community engagement support for our police officers and firefighters.
- Assess community preparedness and disaster recovery plans.
- Complete Communities Initiative.
- Request Proposal for non-profit applications.
- Promote and optimize recycling collection.
- Complete highest and best reuse analysis for blighted properties including 1) abandoned schools, 2) Brownfield properties, 3) condemned properties, and 4) Land Bank eligible properties.
- Establish two Neighborhood Revitalization Teams (NRTs) through implementation of framework plans.
- Increase annual investment for weed abatement, demolition, and land banking.
- Develop a comprehensive neighborhood revitalization plan.
- Expand the Birmingham Police force to 1,000 officers.
- Install and maintain LED street lighting to promote public safety and reduce crime.
- Develop a Citywide Sustainability Plan and Additional Watershed Protection Plans.
- Complete Ensley Investment Strategy.
- Perform assessment of city code enforcement.
- Increase annual investment for resurfacing streets, filling potholes, repairing sidewalks, and streetscaping.
- Expand foot patrols in key neighborhoods and precincts.
- Combine key units to increase detectives, expand coverage, and reduce caseload.
- Implement 10-hour work schedule to include "specialized units."
- Increase police academy classes from 2 to 3 per year.
- Actively recruit lateral transfers of current officers.
- Implement rehire program; bringing back retired officers to police force.
- Continue to implement disaster preparedness education and awareness program efforts.
- Establish criteria for city funding priorities on street and sidewalk maintenance and improvement projects and allocation of resources.
- Develop a public safety plan to coordinate crime reduction efforts in partnership with the city's community engagement director.

DID YOU KNOW?



Ensley District Developers to lead Ramsay-McCormack redevelopment

In fall 2019, Ensley District Developers, LLC signed a contract to redevelop the Ramsay-McCormack building, which was completed in 1929 and has been vacant for nearly 40 years. The redevelopment of the city-owned, 10-story Ramsay-McCormack building will serve as a catalyst for the business district of Ensley. The art deco building is located at Avenue E and 19th Street Ensley. The city has owned the building since 1983.

GOAL #2

Healthy, Thriving, & Diverse Neighborhoods

- Complete or update community disaster protection or mitigation plans or projects.
- Assess the development of Citizen Participatory Budgeting process.
- Design and build priority trail projects along the Village Creek and Jones Valley corridors of the Red Rock Ridge and Valley Trail System. (RRRVTS).
- Complete the development of a Complete Streets Program.
- Secure funding to implement existing watershed protection and disaster mitigation plans.
- Complete citywide transportation plan and sidewalk master plan.
- Develop a program that attracts and retains residents to purchase homes in the City of Birmingham.
- Increase participation in the city's revolving loan program.
- Adopt and implement additional neighborhood-based rezoning and regulating plans.
- Develop policy that promotes high density transit-oriented development.
- Partner with public and private sector housing developers to increase construction of affordable and market rate single-family and multi-family housing.
- Build the capacity of Community-Based Organizations (CBOs) through project specific technical assistance in the housing sector.
- Establish a formal affiliation or master agreement with community serving institutions for the streamlined promotion and development of grant or collaborative programs, cooperative activities and assistance specifically in areas of sustainable neighborhood revitalization.
- Complete construction of planned community saferooms.
- Develop small business incentives to aggressively recruit grocery stores to neighborhoods outside of downtown.
- Complete the development of neighborhood scorecards.
- Collaborate with BJCTA to develop a formal agreement that requires greater accountability and better use of city funds.
- Create a citizens engagement & empowerment program for city residents, Academy of Civic Engagement (ACE).

Strategic Initiatives

GOAL #3

High-Performing 21st Century Education & Workforce Development Systems

- Explore an incentive program to encourage graduating students to stay in the City of Birmingham, which could include partial tuition rebates, student loan deferrals, or “urban homesteading” grants.
- Collaborate with the Birmingham Public Library to leverage the many BPL resources in areas, including opportunities to expand summer reading programs, job training, and internship opportunities.
- Partner with Birmingham City Schools and others to establish early childhood learning centers.
- Partner with the Birmingham Board of Education to ensure that every Birmingham City Schools student can graduate with both a diploma and an Alabama Career Readiness Certificate.
- Align existing DYS co-op programs with partners, industry leaders, and workforce pipeline goals.
- Expand capacity and enhance quality of current workforce development programs through the Mayor’s Division of Youth Services as a means of helping the city retain young talent.
- Formalize and codify the relationship between Mayor’s Office and Birmingham City School System in support of Birmingham’s children.
- Define cluster-based growth strategies and work alongside companies and education institutions to develop a system for investing in talent to grow the sector
- Align the business community, local community colleges and other workforce development service providers to improve coordination, provide more efficient and accessible services, and identify and fill service gaps.
- Develop Talent Cultivation Plan for residents who have encountered the justice system.
- Develop the Birmingham Promise.
- Invest in re-skilling and up-skilling programs.
- Develop a talent acceleration and optimization incentive program to encourage companies to hire local talent and invest in talent within their organizations.
- Create an annual assessment of demand-driven occupations to facilitate hiring for positions for companies where demand exceeds supply.



QUICK NEWS!

Magic City Classic Contract Renewed

The year of 2019 marked the start of a four-year contract that the Magic Classic will be played at Legion Field. Mayor Woodfin signed the contract with presidents from Alabama A&M and Alabama State. The contract reflects Mayor Woodfin’s commitment to the Classic, as he has worked to increase the annual payout to both universities over the four-year period.

DID YOU KNOW?



City Business Licenses Can Now Be Renewed Online

Starting in December 2019, Birmingham business owners will be able to renew their business licenses online at www.birminghamal.gov/business, 24 hours a day, seven days a week. Online payments may be made via a credit card or a debit card (savings or checking). This has long been a goal of Mayor Randall L. Woodfin to make it easier for businesses to renew licenses other than mailing them in or visiting City Hall to do so. This move is another effort for Mayor Woodfin to improve customer service for the public.

This effort is a partnership between the city and Avenu Insights & Analytics for tax and business licensing processing. Avenu's tax and administrative office is located in Birmingham.

Starting in December 2019, Avenu will begin sending postcards to businesses about the new online access. Businesses with existing will be eligible and will be able to log into the system once they have received a postcard. The postcard will contain their unique username and password. However, this online service is not yet available for businesses that do not have a license or new businesses interested in getting a license. Individuals that fall into this category should go to City Hall to secure a license until the online access becomes available for this group.

GOAL #4

Innovative & Inclusive Economy Supported, Shared, & Served by All

- Establish and implement a historically disadvantaged business accelerator.
- Create program to increase the number of shared work spaces and accelerators.
- Develop and implement an "Opportunity Tax Credit" against a company's occupational tax liability for hiring and retaining Birmingham residents from high-unemployment neighborhoods, formerly incarcerated Birmingham residents, and Birmingham public housing residents.
- Develop supplier diversity and minority participation scorecards.
- Measure/improve responsiveness of local government to business issues and concerns by expanding the city's business retention program.
- Conduct an equipment and technology audit of the Birmingham Police Department and create an ongoing modernization plan based on the audit.
- Implement a transparent property sales process.
- Convert city-owned community centers in high unemployment neighborhoods into "Opportunity Centers" that co-locate complimentary services that support unemployed and under employed residents.
- Business Licensing.
- Strengthen and more effectively coordinate assistance for minority, women, and disadvantaged businesses seeking access to government and corporate procurement opportunities.
- Launch Office of Business Opportunity.
- Create a taskforce to assess the shared services potential opportunities to work with other regional entities to optimize resources.
- Launch Opportunity Zone Strategies and close first city-led deal in America.

■ Pre-Initiation

■ Initiate the Project

■ Project Planning

■ Execute

■ Completed

Strategic Initiatives

GOAL #5

Healthy Effective, People First, Smart Government

- Create and implement a cash flow forecasting model.
- Create a dashboard of financial indicators.
- Conduct an annual review of all bank accounts to ensure that the city is securing the best rates and structure.
- Reduce city cost associated with, but not limited to, insurance, construction, repairs & maintenance, professional fees, utilities, technology, supplies, jail expenses and rental expenses.
- Redefine city organizational structure to increase efficiencies and reduce duplication of services.
- Implement an employee performance management system across all city departments.
- Identify procedures and practices to make city interactions with businesses, including licensing, permitting and procurement, more user-friendly.
- Redesign hiring process through a renewed partnership with the Jefferson County Personnel Board.
- Evaluate overtime spending and staffing requirements for city departments.
- Assess and implement technology solutions in the Office of the City Attorney to alleviate attorney workload and to improve services provided.
- Implement plan to adequately fund pension and other post-employment benefit plans.
- Implement a financial oversight program.
- Produce semi-annual report featuring progress towards goals for the city's strategic plans.
- Evaluate and move 311 to a resident-facing department to achieve greater customer service and accessibility.



DID YOU KNOW?

Birmingham Fire and Rescue Service started its Project Safe, "Hear The Beep," program in 2019 in an effort to save lives by installing smoke detectors, for free, in the homes of Birmingham residents. So far this year, they have installed 2,214 smoke detectors.

The number to call to arrange a free installation is 205-785-1332.

STATUS BY PHASE

DID YOU KNOW?



More than 1,500 people attended the Office of the Mayor's Peace in the Park Back-To-School Bash with national radio host Rickey Smiley on Aug. 1, 2019 at Legion Field. Free school supplies, free haircuts, laser tag, music, dancing, food, rides, basketball, face painting and more were available for attendees.

Studies have shown that crime tends to increase during summer months, particularly among young adults. So, Mayor Woodfin joined the Birmingham Police Department, Park and Rec, Birmingham Fire and Rescue Service and others to launch the Peace in the Park program in June 2019 to help reduce crime and broaden relations between public safety officials and youth in a fun atmosphere. Gatherings were held once a week at either Legion Field or a rec center. The last event was held on Aug. 9, 2019.

GOAL #6

Global, Legacy Leadership Partner for Equity & Social Justice

QUICK NEWS!

Healthy Food Fund



The City of Birmingham will provide \$200,000 from the Healthy Food Fund to Village Market. Village Market is the first recipient of Mayor Randall L. Woodfin's administration's Healthy Food Fund, which was established in May 2019. The fund, which is part of the overall Neighborhood Revitalization Fund, is designed to offset the costs of opening grocery stores in areas of the city that have been designated by the USDA as food deserts.

- Generate a plan to increase access to Wi-Fi in all Birmingham 99 neighborhoods.
- Assess and propose proactive solutions to health disparities including, but not limited to, mental health, maternal & child health, sexual health for adolescents and substance abuse.
- Create the Mayor's Office of Reentry Services to develop and implement "wraparound" programs to reduce recidivism.
- Establish an Office of Racial Equity and Social Justice to identify ways to support local artists and the community at large by providing exposure, education, and experiences with art and culture.
- Assess the development of the "Percent for Art Program."
- Promote and nurture democratic practices to strengthen communities from the bottom-up.

QUICK NEWS!

Pardons for Progress

On Nov. 25, 2019, Mayor Randall L. Woodfin announced a new initiative that will be a gamechanger for many people who've been rejected for a possible job because of a conviction for a first-time misdemeanor marijuana possession charge. Through his Pardons for Progress program, individuals who've been previously convicted of unlawful possession of marijuana, second degree, in the City of Birmingham Municipal Court, may apply for a pardon.

This is a multi-step process that is available for those whose case has been closed in Birmingham Municipal Court after the person has completed all requirements connected to a conviction. This is not for pending cases or multiple arrests.

Applicants may visit www.birminghamal.gov/pardons for more information and to print a one-page application for a pardon.

A marijuana possession conviction can appear on an individual's background check when seeking employment. In some cases, such a conviction eliminates the opportunity for employment. The mayor believes that many people convicted of such a charge, deserve a second chance in order to secure a job that may be blocked due to a one-time possession conviction.



\$13 Million ALLOCATED FOR STREET REPAVING

For more information visit:
<https://www.birminghamal.gov/streets>

January: Mayor Larry Langford is laid to rest.

January: Public Safety Town Hall with Neighborhood Association officers.

Blazer Nation is celebrated for winning division championship.

2019



DID YOU KNOW?

Gun violence affects not only victims, but the family, friends and loved ones left behind to grieve. Mayor Woodfin's #IncreasePeace campaign is committed to allowing Birmingham gun-violence survivors to tell their stories in their own words.

Learn more at www.birminghamal.gov/peace.

IMPLEMENTING THE PLAN

- The Woodfin administration uses the city's strategic plan as a roadmap of priorities to efficiently and effectively move the city forward in a transparent accountable manner; reinforcing long-term planning for both operating (day-to-day operations and services) and capital (long-term investment) projects. The plan defines the city's vision, mission, core values, and goals.
- The Strategic Project Management Office (SPMO) serves as the critical link between executive vision and the work of the enterprise. By providing a standard organizational methodology for planning, executing, staffing, prioritizing, and learning from all the projects that comprise today's organization, the SPMO gives organizational life a coherence that has long been lacking.
- The City of Birmingham is committed to remaining flexible while adapting to an ever-changing environment by doing the following:
 - Using the Strategic Project Management Office (SPMO) to Improve Process and Outcomes
 - Maintaining Flexibility
 - Communicating Results
 - Revising and Updating the Plan as Needed



February: Jeff Johnson speaks at "This Very Moment" event.

March: Mayor Woodfin and Sen. Jones address Gaston Motel restoration.

March: Dr. Angela Davis comes home to Birmingham.

2019



DID YOU KNOW?

The Birmingham Promise is a public-private partnership designed to transform the future of Birmingham's workforce and re-engineer the architecture of opportunity for Birmingham's youth.

For more information:
www.birminghamal.gov/promise



April: Mayor Woodfin and Councilor Alexander at District 7 town hall.

April: Opportunity Zones announcement.

HOW TO GET INVOLVED:

The theme of “Putting People First” goes beyond city employees. It must extend to citizens who want to feel more engaged with opportunities to serve the city as volunteers on city-related boards and agencies.

PROGRAM	INFORMATION
<i>ACE: Academy of Civic Engagement</i>	www.birminghamal.gov/ace
<i>Birmingham Talks: City of Birmingham partners with Bloomberg Philanthropies on Early Childhood Learning Innovation</i>	www.bhmtalks.org or email hi@bhamtalks.org
<i>Bold Fund: Building Opportunities for Lasting Development (BOLD) Grant Program</i>	www.birminghamal.gov/bold
<i>Birmingham Police Department Academy</i>	Applying to the Police Academy: 205-254-1712
<i>World Games 2020</i>	www.birminghamal.gov/worldgames Contact: 205.254.2000
<i>Birmingham Freedom Fest</i>	www.FreedomFestBhm.com
<i>Review of Mayor’s Office professional service contracts dating back to FY 2017</i>	www.Cityofbirmingham.org
<i>Magic City Mondays podcast</i>	http://magiccitymondays.libsyn.com
<i>Mayor Woodfin’s Operating Budget Passes</i>	www.birminghamal.gov/budget2020
<i>A.G. Gaston Motel</i>	www.birminghamal.gov/gaston
<i>Boards & Agencies</i>	www.birminghamal.gov/boardsandagencies Contact: Earl Hilliard, Jr. 205.254.2000

May: 6 new brush and trash trucks purchased with Neighborhood Revitalizations Funds.

June: Since Jan. 1, 2019, the Birmingham Police Department has removed more than 1,958 firearms from city streets.



July: Public Works has filled more than 27,000 potholes in the past two years.

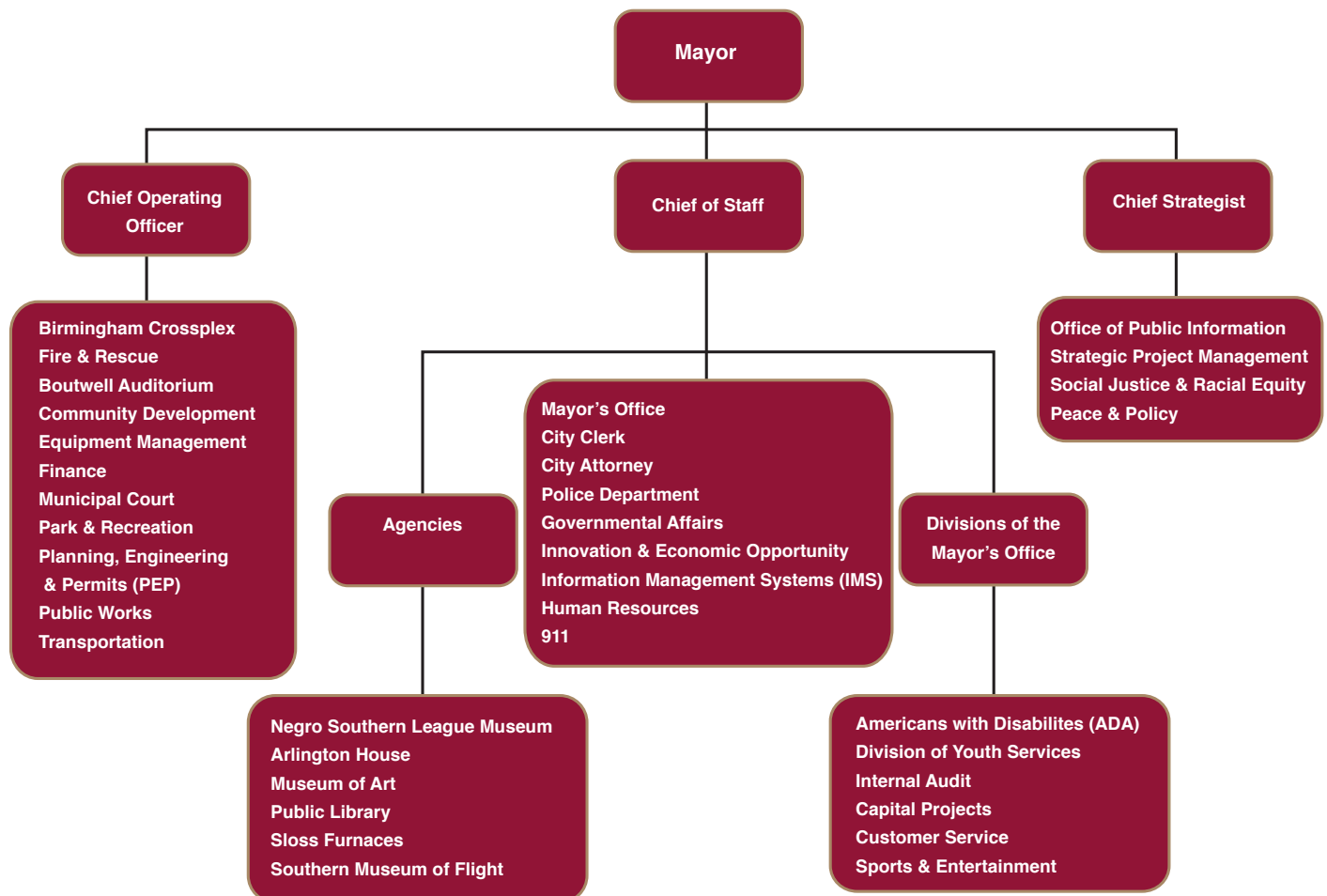
2019

CONTACT US

Department/ Division	Name	Title	Email	Phone
Mayor's Office	Cedric Sparks	Chief of Staff	cedric.sparks@birminghamal.gov	205-254-2285
Mayor's Office	Kevin Moore	Chief of Operations	kevin.moore@birminghamal.gov	205-254-2320
Mayor's Office	Ed Fields	Chief Strategist	ed.fields@birminghamal.gov	205-254-2609
Academy of Civic Engagement	Josh Coleman	Program Director	Josh.coleman@birminghamal.gov	205-254-2608
ADA Compliance	Linda Coleman-Madison	Administrator	linda.coleman-madison@birminghamal.gov	205-254-2623
Arlington House & Gardens	Toby H. Richards	Director	toby.richards@birminghamal.gov	205-254-2599
Birmingham Museum of Art	Graham Boettcher	Director	gboettcher@artsbma.org	205-297-8048
Birmingham Public Library	Floyd Council	Director	fgcouncil@bham.lib.al.us	205-226-3616
Boutwell Auditorium	Alicia Johnson-Williams	Director	Alicia.johnson-williams@birminghamal.gov	205-254-2052
Community Development	Chris Hatcher	Interim Director	nigel.roberts@birminghamal.gov	205-254-2723
Customer Service	Alicia Lumpkin	Director	Alicia.lumpkin@birminghamal.gov	205-297-8085
Equipment Management	Cedric Roberts	Director	cedric.roberts@birminghamal.gov	205-254-6300
Finance	Lester Smith	Director	lester.smith@birminghamal.gov	205-254-2205
Fire & Rescue	John Whitmer	Interim Chief	John.whitmer@birminghamal.gov	205-254-2766
Governmental Affairs	Earl Hilliard, Jr.	Sr. Director	earl.hilliardjr@birminghamal.gov	205-254-2501
Grants & Strategic Partnerships	TaShauna Goldsby	Director	tashauna.goldsby@birminghamal.gov	205-254-2482
Office of Sports & Entertainment	Faye Oates	Commissioner	faye.oates@birminghamal.gov	205-279-8954
Human Resources	Jill Madajczyk	Director	jill.madajczyk@birminghamal.gov	205-254-2306
Information Management Services	Patrick McLendon	Director	patrick.mclendon@birminghamal.gov	205-254-2812
Innovation & Economic Opportunity	Josh Carpenter	Director	josh.carpenter@birminghamal.gov	205-254-2657
Internal Audit	Terry Burney	Director	terry.burney@birminghamal.gov	205-254-2388
Land Bank Authority	Eric Fancher	Administrator	eric.fancher@birminghamal.gov	205-297-8330
Municipal Court	Andra D. Sparks	Presiding Judge	andra.sparks@birminghamal.gov	205-297-8259
Negro Southern League Museum	Alicia Johnson-Williams	Director	alicia.johnson-williams@birminghamal.gov	205-581-3040
Office of the City Attorney	Nicole King	City Attorney	nicole.king@birminghamal.gov	205-254-2370
Office of the City Clerk	Lee Frazier	City Clerk	lee.frazier@birminghamal.gov	205-254-2298
Park & Recreation	Shonae Eddins	Director	shonae.bennett@birminghamal.gov	205-714-8671
PEACE & Policy	Brandon Johnson	Director	brandon.johnson@birminghamal.gov	205-254-2740
Planning, Engineering, Permits	Edwin Revell	Director	edwin.revell@birminghamal.gov	205-254-2470

CONTACT US

Department/ Division	Name	Title	Email	Phone
Police	Patrick Smith	Chief	patrick.smith@birminghamal.gov	205-254-2353
Public Information	Rick Journey	Director	rick.journey@birminghamal.gov	205-254-2368
Public Works	Walter Gibbins	Director	walter.gibbins@birminghamal.gov	205-254-6500
Sloss Furnaces	Karen Utz	Interim Director	karen.utz@birminghamal.gov	205-254-2281
Social Justice & Racial Equity	Denise Gilmore	Sr. Director	denise.gilmore@birminghamal.gov	205-254-2623
Southern Museum of Flight	Brian Barsanti	Executive Director	bbarsanti@southernmuseumofflight.org	205-833-8226
Sports & Entertainment	Faye Oates	Commissioner	faye.oates@birminghamal.gov	205-279-8954
Transportation	James Fowler	Director	james.fowler@birminghamal.gov	205-254-2622
Youth Services	Galvin Billups	Director	galvin.billups@birminghamal.gov	205-320-0879
Bham's 911 District	Greg Silas	Director	greg.silas@birminghamal.gov	205-254-2835
Bham's Emergency Communications	Roosevelt E. Coar, Jr.	Director	recoar@birminghamal.gov	205-254-0829



Get Social With Us

City of Birmingham departments and city-affiliated entities provide regular updates on initiatives, programs and events on their websites and social media pages. Check out the various accounts and websites for information.

Mayor Randall Woodfin

IG: @woodfinforbham
FB: @mayorrandallwoodfin
TW: @randallwoodfin
YouTube: @mayorrandallwoodfin
www.birminghamal.gov/about/mayors-office

City of Birmingham

IG: @cityofbirmingham
FB: @cobmayorsoffice
TW: @cityofbhamal
www.birminghamal.gov

Academy of Civic Engagement

FB: @ACEBHAM
IG: @bhamace
www.birminghamal.gov/ace

Arlington House

FB: @arlingtonantebellumhomeandgardens
www.arlingtonantebellumhomeandgardens.com

Birmingham Botanical Gardens

IG: @bbgardens
FB: @birminghambotanicalgardens
TW: @bbgardens
www.bbgardens.org

Birmingham CrossPlex

IG: @crossplexbhm
FB: @birminghamcrossplex
TW: @crossplexbhm
www.birminghamcrossplex.com

Birmingham Fire & Rescue Service

IG: @bhamfirerescue
FB: @BirminghamFireandRescueServiceDepartment
TW: @bham_fire
www.fire.birminghamal.gov

Birmingham Museum of Art

IG: @bhammuseum
FB: @artsbma
www.artsbma.org
TW: @bhammuseum

Birmingham Park & Recreation

IG: @birminghamparkandrec
FB: @birminghamparkandrecreation
TW: @recreation_park
www.birminghamal.gov/parks-and-recreation

Birmingham Police Department

IG: @bhampolice
FB: @bhampolice | @birminghamcoldcaseunit
TW: @bhampolice
www.police.birminghamal.gov

Birmingham Public Library

IG: @bplpics
FB: @birminghampubliclibrary
TW: @bpl
www.bplonline.org

Division of Youth Services

IG: @dysbhm
FB: @bhamdys
TW: @dys_bhm
www.bhamyouthfirst.org

Negro Southern League Museum

IG: @nslmbham
FB: @bhamnslm
TW: @nslmbham
www.birminghamnslm.org

Sloss Furnaces

IG: @slossmetalarts | @sloss_furnaces
FB: @slossfurnaces
TW: @sloss_furnaces
www.slossfurnaces.com

Southern Museum of Flight

IG: @SouthernMuseumofFlight
FB: @SouthernMuseumofFlight
TW: @SMoF1
www.southernmuseumofflight.org

Rickwood Field

FB: @friendsofrickwood
www.rickwood.com

Dear Birmingham Stakeholder,

Our city has accomplished a lot in two years. All of us - including you -- have been a part of progress in the City of Birmingham. We should take note, celebrate our wins, and maintain our vigilance on the evergreen goal of making Birmingham a destination for both homegrown and imported talent.

The road to fulfilling our goals has not been straight; it has been filled with unanticipated challenges and timely opportunities that have affected the outcome across all six strategic goals. In fact, our plan started with 92 strategic initiatives; however, we have added, combined, eliminated, and/or completed the following number of initiatives:

- Initiatives Added: 9
- Initiatives Combined: 3
- Initiatives Eliminated: 5
- Initiatives Completed: 23

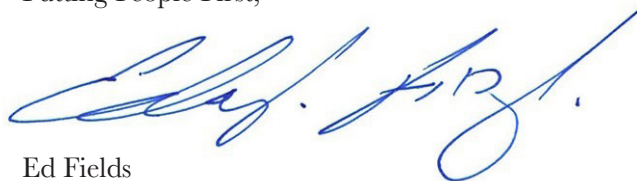
In addition to the City of Birmingham's strategic initiatives, there are a number of transformational projects that will change the landscape of economic opportunity, equity, and tourism for many years to come. Our team is actively engaging these projects to ensure we maximize every opportunity we can to advocate for our neighborhoods, our wise elders, and our inquiring youths:

- Completion of I-59/20, March 2020
- Construction begins on Ramsay-McCormack in Ensley, Fall 2020
- 2021 World Games Opening Ceremony, Legion Field, July 15, 2021
- Complete Restoration of A.G. Gaston Motel, December 2021
- Completion of BJCC/Legacy Arena, May 2021
- First UAB Home Game at New Stadium, August 2021

Birmingham is on the move! It is our goal to ensure it moves with and for the people who helped get us where we are today.

To that end, expect periodic updates on the progress of the strategic initiatives, listed herein at www.birminghamal.gov/strategy. Please reach me directly at ed.fields@birminghamal.gov or (205) 254-2609 with questions, comments, or ideas for our strategic plan and related efforts.

Putting People First,



Ed Fields
Senior Advisor & Chief Strategist
City of Birmingham, Mayor's Office



THE WOODFIN WAY:
A STRATEGIC PLAN FOR PROGRESS IN BIRMINGHAM
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PUTTING PEOPLE FIRST

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